



Department Description

The San Diego Public Library System serves the residents of the City of San Diego which encompasses an area of 342 square miles. The Library System consists of the Central Library, 35 branch libraries, and the adult literacy program office (READ/San Diego). The Department serves the educational, cultural, business, and recreational needs of San Diego's diverse communities through its collection of more than 3.6 million books and audio-visual materials, 4,012 periodical subscriptions, 1.6 million government documents, and over 273,000 books in 25 languages other than English. The library catalog and many index and full-text databases can be accessed electronically in all library facilities and via the Internet.

The Department's mission is:

To inspire lifelong learning through connections to knowledge and each other

Goals and Objectives

The following goals and objectives represent the action plan for the Department.

Goal 1: Create inspiring places that are accessible, safe, and a source of pride

Creating and maintaining facilities that are valued for their accessibility, comfort, and beauty is a high priority for the Department. The Department wants all libraries to have a welcoming environment that encourages use by all members of the community. The Department will move towards accomplishing this goal by focusing on the following objectives.

- Provide an appropriately-sized library system
- Improve library facilities and their accessibility

Goal 2: Effectively manage library collections

Having a well-managed library collection ensures that a diverse range of books and other media are readily available to its patrons. The Department will move towards accomplishing this goal by focusing on the following objectives.

- Assure collection meets the needs of customers
- Improve access to library materials

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Goal 3: Provide high quality library programs and services

Providing quality programs and services allows the Library to meet the various needs of its patrons. The Department will move towards accomplishing this goal by focusing on the following objectives.

- Develop and offer programs that address the needs and interests of our community
- Improve the delivery of information and readers advisory services
- Sustain or improve total operating hours

Goal 4: Develop and sustain a thriving library system

Maintaining the necessary funding and resources is essential to the operation of a library system capable of supporting one of the largest cities in the United States. The Department will move towards accomplishing this goal by focusing on the following objectives.

- Maintain and expand external revenue sources through the San Diego Library Foundation and other sources
- Incorporate state-of-the-art technology to optimize efficiency

Goal 5: Provide a trained, skilled, and responsive workforce

Building and developing a trained and skilled workforce is essential to the success of the Department. Ensuring that its employees are trained and have access to the necessary resources the library needs will create a higher performing organization that operates more efficiently and effectively. The Department will move towards accomplishing this goal by focusing on the following objectives.

- Create a learning organization structure for the Department
- Encourage career development and advancement

Service Efforts and Accomplishments

In Fiscal Year 2009, more than 6.6 million patrons visited City libraries, borrowed over 7.6 million items, used an additional 2 million items in libraries, and had over 1.6 million reference questions answered by library staff. More than 1.7 million customers signed up to use the Internet on a library workstation and over 1.8 million online database searches were conducted. The Library Department also had 7,451 adult and juvenile programs with 210,955 attendees at those programs.

The San Diego Public Library offered a variety of innovative and award-winning programs in Fiscal Year 2009. READ/San Diego, the Adult Literacy Program, continues to serve as a model for the country. The Digital Cinema Showcase, which received a grant from the California State Library and is in a partnership with the San Diego Media Arts Center, is an innovative program that uses new technologies and equipment to download the latest independent films, documentaries, and foreign movies for free community screenings. The Central Library's outstanding film program was awarded the Kyle Counts Award by the San Diego Film Critics' Society. The *One Book, One San Diego* community reading campaign, which circulated 6,345 books and had 6,294 attendees at author lectures in 2008, won the California Association of Teachers of English (CATE) Award of Merit for its outstanding contribution toward improvement of teaching English/language arts. The first annual Children's Book Festival, which had more than a dozen of the nation's top authors and illustrators, 50 vendors, and over 5,000 participants, won second place in the California Library Association's PR *Excellence* Award for its outreach program. The second annual Children's Book Festival held in 2009 increased the community outreach to more than 7,000 participants.

Partnering with other organizations continues to be a highly-effective way to leverage limited resources. In Fiscal Year 2009, San Diego Public Library partnered with KPBS, San Diego State University Common Experience, and other community partners on the *One Book One San Diego* outreach campaign. The Opera Insight series is a partnership with the San Diego Opera. The Digital Storytelling Station offers a means for community members to share their stories and experiences. This project is made possible by a partnership with the Media Arts Center, KPBS, and the Campaign for Love and Forgiveness. The Library also partnered with the Children's museum to offer free museum passes so that families could experience this new community asset. Generous corporate sponsors and private donors fund the purchase of library materials throughout the library system, and fund numerous programs

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including the Children's Book Festival and the Summer Reading Program, which in the summer of 2008 circulated 4,400 books and encouraged 6,891 children and teen participants.

The Library Foundation and the Friends of the Library also actively support the Library by volunteering their time and providing much-needed resources that extend the Library's reach far beyond what can be achieved through General Fund resources. With a gift from CP Kelco, the Logan Heights Friends made a \$50,000 gift to support collections in the new Logan Heights library, which is scheduled to open in Fall 2009.

Three existing branch libraries received refurbishments from donor gifts.

- The San Ysidro Branch, through a private donation from Lloyd and Caroline de Llamas, received new carpeting and tile throughout the facility. The donation also allowed the branch to purchase new books and other materials for their collection, new standalone shelves, and displays for the ends of some of their shelves to better highlight the collection.
- The Allied Gardens/Benjamin Branch received funds from its Friends group to repaint and re-carpet its meeting room and pay for two new computers and computer furniture.
- The Scripps Miramar Ranch Branch Library will benefit from an \$11,000 donation from the Scripps Ranch Friends of the Library's "Adopt-A-Chair" campaign, which will help defray the cost of reupholstering 65 armchairs.

Use of technology has contributed significantly to the library's ability to meet the increased demands of the public and improve efficiencies.

- Enhancements to the Integrated Library System (ILS) improved the functioning of the Library's catalog, added a digital archive, and provided staff with reports for improved decision-making.
- More services are offered via the web such as online reservations, renewals, and searches at various levels.
- Pay for Print, which allows patrons to manage their own printing from computers, is being implemented at the Central Library and Branch Libraries. Using this technology increases self-service options for patrons and reduces the time it takes for staff to collect money and handle printouts.
- Forty-nine Express Check machines were installed in libraries to allow patrons to check out their own library materials. This self-service option is responsive to patron demands for quick access to library resources. It allows staff to help with more complex reference questions and to provide programming. It offers cost avoidance protection by reducing the need to add more staff in the future as library use increases.
- The Library began offering the Digital Media Library downloadable audio books. It later added downloadable videos, each of which is available 24/7 to personal computers from home or remote sites. They also can be used on other portable devices including iPods.
- In partnership with the San Diego Unified School District, the Library actively promoted *Electronic Resources for Student Success* which includes *Live Homework Help* (online tutoring); *SchoolRooms*- a portal technology that aggregates school-related information by grade level; *Ask Now*- 24/7 access to reference librarians; and research databases, which link to more than 80 databases including encyclopedias, photos, biographies, maps, science projects, and more.

The San Diego Public Library prides itself in offering great books and programs, friendly, knowledgeable staff, timely information, and a sense of place for community-building. This is reflected in the latest Library user survey in which the Library received a 92 percent satisfaction rating with staff's customer service delivery. The Library has evolved over the years, providing services in response to changes in the way information is created and delivered. It will continue in the coming year to build on this year's successes.

Budget Dollars at Work: Performance Expectations

Goal 1: Create inspiring places that are accessible, safe, and a source of pride

Performance Measure	Baseline FY2008	Actual FY2009	Target FY2010
1. Total operating hours for branches	73,785	73,785	73,785
2. Total operating hours for the Central Library	2,604	2,604	2,604

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Performance Measure	Baseline FY2008	Actual FY2009	Target FY2010
3. Percent of survey respondents who find library facilities accessible and in satisfactory condition	N/A	96%	90%

Goal 2: Effectively manage library collections

Performance Measure	Baseline FY2008	Actual FY2009	Target FY2010
1. Circulation per capita	5.44	5.52	5.25 ¹
2. Number of users of the library's website, catalog, and databases	3,529,874	5,034,782	3,706,368

Goal 3: Provide high quality library programs and services

Performance Measure	Baseline FY2008	Actual FY2009	Target FY2010
1. Attendance at adult programs	44,614	62,648	44,614
2. Attendance at juvenile programs	144,575	153,260	144,575
3. Percent of survey respondents who find that Library programs meet the needs and interests of the community	N/A	85%	90%
4. Number of juvenile library card holders	116,616	149,354	122,447
5. Percent of survey respondents who find reference services provided satisfactory	N/A	92%	90%

Goal 4: Develop and sustain a thriving library system

Performance Measure	Baseline FY2008	Actual FY2009	Target FY2010
1. Total funds secured (income) for donations and grants from non-General Fund sources	\$2.02M	\$2.08M	\$2.01M
2. Number of individual contributors	5,246	N/A ²	N/A ²
3. Percent of Express Check plan implemented	27%	100%	N/A ³
4. Percent of items checked out via Express Check machines	5%	20%	40%
5. Customer satisfaction rating on library technology	N/A	79%	90%
6. Percent of hold and overdue notices sent via phone and email	56%	86%	75%
7. Percent of renewals automated	61%	66%	70%

Goal 5: Provide a trained, skilled, and responsive workforce

Performance Measure	Baseline FY2008	Actual FY2009	Target FY2010
1. Average number of hours of training per employee per month	N/A	1.72	0.33

¹ 7,167,104 (estimated 2010 circulation) divided by 1,365,130 (San Diego Association of Governments (SANDAG) estimated population for 2010)

² The San Diego Library Foundation, which raises funds for the Library, maintains this statistic. It was previously a part of the City, but no longer reports to the Library.

³ Express Check machine installation was completed in Fiscal Year 2009 so this measure no longer applies.

Budget Dollars at Work: Sizing, Workload, and Utilization Data

	Actual FY2006	Actual FY2007	Actual FY2008	Actual FY2009	Target FY2010
Sizing Data					
Amount of square footage for branches	382,339	393,105	408,105	408,105	430,399
Amount of square footage for the Central Library	144,524	144,524	144,524	144,524	144,524
Amount of square footage per capita	0.40	0.40	0.40	0.40	0.42
Number of public access workstations	706	744	824	828	879
Number of periodical subscriptions	4,122	4,012	4,012	4,074	4,012
Number of government documents	1,612,364	1,632,277	1,644,687	1,657,057	1,685,340
Number of available books in foreign languages	245,564	264,217	273,268	275,852	291,338
Library materials expenditures per capita ⁴	\$4.20	\$2.86	\$2.86	\$2.86	\$2.94
Workload Data					
Number of library facilities operated	35	35	36	36	36
Number of reference questions answered	1,694,801	1,643,873	1,648,196	1,649,535	1,574,220
Number of new books and media added	270,565	256,952	241,254	354,116	244,104
Number of books and audio-visual items maintained	3,409,831	3,428,594	3,626,002	3,956,525	4,040,736
Utilization Data					
Number of patron visits	6,017,790	6,040,091	6,234,038	6,601,210	6,062,440
Number of Central Library visits	603,229	562,610	563,370	577,072	573,860
Number of registered borrowers served ⁵	464,679	437,047	528,855	624,251	441,420
Amount of Central Library circulation	627,163	698,711	635,198	585,715	755,655
Amount of annual circulation (check-outs)	7,003,040	7,167,104	7,374,378	7,651,619	7,167,104
Number of patrons signed up to use the Internet on a Library workstation	1,418,525	1,667,308	1,782,612	1,726,654	1,782,612
Number of online database searches conducted	1,039,144	691,585	821,354	1,880,315	1,545,6340

⁴ The per capita calculation is based on the San Diego population of 1,316,837 from SANDAG current estimates (2007).

⁵ Database purged of inactive borrowers in Fiscal Year 2006.

Department Summary

Library				
	FY 2008 BUDGET	FY 2009 BUDGET	FY 2010 FINAL	FY 2009-2010 CHANGE
Positions	388.36	375.21	378.46	3.25
Personnel Expense	\$ 28,840,999	\$ 27,800,936	\$ 26,974,549	\$ (826,387)
Non-Personnel Expense	\$ 9,521,038	\$ 9,212,621	\$ 10,548,708	\$ 1,336,087
TOTAL	\$ 38,362,037	\$ 37,013,557	\$ 37,523,257	\$ 509,700

Department Staffing

	FY 2008 BUDGET	FY 2009 BUDGET	FY 2010 FINAL
GENERAL FUND			
Library			
Administration	19.00	17.00	16.00
Branch Libraries	226.51	224.27	228.02
Building Services	6.00	6.00	6.00
Central Library	75.50	75.44	75.94
Development Program	3.25	1.00	1.00
READ/San Diego	5.50	6.00	6.00
Technical Services	44.00	45.50	45.50
Total	379.76	375.21	378.46
LIBRARY GRANTS FUND			
Library Grant Funds			
State Library Foundation	8.60	0.00	0.00
Total	8.60	0.00	0.00
DEPARTMENT TOTAL	388.36	375.21	378.46

Department Expenditures

	FY 2008 BUDGET	FY 2009 BUDGET	FY 2010 FINAL
GENERAL FUND			
Library			
Administration	\$ 1,840,178	\$ 1,743,008	\$ 1,678,304
Branch Libraries	\$ 17,720,420	\$ 17,831,303	\$ 17,564,233
Building Services	\$ 4,649,727	\$ 4,652,701	\$ 4,816,240
Central Library	\$ 6,829,359	\$ 7,003,006	\$ 6,747,655
Development Program	\$ 1,422,870	\$ 1,623,964	\$ 1,385,307
Library Department	\$ 179,691	\$ (612,688)	\$ (822,378)
READ/San Diego	\$ 501,684	\$ 543,461	\$ 533,593

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Department Expenditures

	FY 2008 BUDGET	FY 2009 BUDGET	FY 2010 FINAL
GENERAL FUND			
Library			
Technical Services	\$ 4,486,735	\$ 4,228,802	\$ 5,165,303
Total	\$ 37,630,664	\$ 37,013,557	\$ 37,068,257
LIBRARY GRANTS FUND			
Library Grant Funds			
State Library Foundation	\$ 731,373	\$ -	\$ 455,000
Total	\$ 731,373	\$ -	\$ 455,000
DEPARTMENT TOTAL	\$ 38,362,037	\$ 37,013,557	\$ 37,523,257

Significant Budget Adjustments

GENERAL FUND

Library	Positions	Cost	Revenue
Salary and Benefit Adjustments	0.00	\$ (684,509)	\$ 0
Adjustments to reflect the annualization of the Fiscal Year 2009 negotiated salary compensation schedule, changes to average salaries, retirement contributions, retiree health contributions, and labor negotiation adjustments.			
Equipment/Support for Information Technology	0.00	\$ 1,287,450	\$ 0
Funding allocated according to a zero-based annual review of information technology funding requirements and priority analyses.			
Support for Logan Heights Library	4.25	\$ 593,407	\$ 0
Addition of 1.00 Librarian II, 1.00 Library Assistant, 1.25 Library Aides, 1.00 Library Clerk, and associated non-personnel expenses for the operation of the new Logan Heights Library.			
Non-Discretionary Adjustment	0.00	\$ 159,970	\$ 0
Adjustments to expense allocations that are determined outside of the department's direct control. These adjustments are generally based on prior year expenditure trends and examples of these include utilities, insurance, and rent.			
Funding of Terminal Leave	0.00	\$ 119,556	\$ 0
Funding of additional personnel expenditures for terminal leave paid to employees who, upon conclusion of their tenure with the City, possess a large leave balance.			

Significant Budget Adjustments

GENERAL FUND

Library	Positions	Cost	Revenue
Revised Revenue	0.00 \$	0 \$	(50,000)
Adjustment to reflect Fiscal Year 2010 revenue projections.			
Business Process Re-engineering (BPR) Adjustment	0.00 \$	(4,000) \$	3,870
Expenditure savings and revenue addition related to overdue fines due to BPR service enhancements.			
Removal of Funding for Photocopy Service	0.00 \$	(130,692) \$	(160,000)
Removal of funding for the photocopy service, which was provided by a vendor whose services absorb photocopy expenses and collect the revenue for photocopy fees.			
Fiscal Year 2009 Budget Amendment	(1.00) \$	(341,714) \$	0
Adjustments to personnel and non-personnel expenses, and revenue as a result of the Fiscal Year 2009 Budget Amendment. These adjustments are further discussed in Volume 1: Budget Overview and Schedules.			
General Fund Expenditure Adjustment	0.00 \$	(350,000) \$	0
Adjustment to reflect a reduction in the amount transferred to the Library Operating and Maintenance Fund.			
Vacancy Savings	0.00 \$	(594,768) \$	0
Adjustments to personnel expenses to reflect the anticipated savings resulting from positions projected to be vacant for any period of the fiscal year due to personnel attrition and salary differentials for new employees.			

LIBRARY GRANTS FUND

Library Grant Funds	Positions	Cost	Revenue
Library Grant Funds Reinstatement	0.00 \$	455,000 \$	455,000
Adjustment reflects the reinstatement of Public Library Fund (PLF) funding to public libraries from the California State Library.			

Expenditures by Category

	FY 2008 BUDGET	FY 2009 BUDGET	FY 2010 FINAL
PERSONNEL			
Salaries & Wages	\$ 18,563,737	\$ 18,053,308	\$ 17,298,924
Fringe Benefits	\$ 10,277,262	\$ 9,747,628	\$ 9,675,625
SUBTOTAL PERSONNEL	\$ 28,840,999	\$ 27,800,936	\$ 26,974,549
NON-PERSONNEL			
Supplies & Services	\$ 6,862,828	\$ 7,284,843	\$ 7,109,730
Information Technology	\$ 1,139,763	\$ 453,453	\$ 1,650,074

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Expenditures by Category

	FY 2008 BUDGET		FY 2009 BUDGET		FY 2010 FINAL
NON-PERSONNEL					
Energy/Utilities	\$	1,462,447	\$	1,420,325	\$ 1,713,904
Equipment Outlay	\$	56,000	\$	54,000	\$ 75,000
SUBTOTAL NON-PERSONNEL	\$	9,521,038	\$	9,212,621	\$ 10,548,708
TOTAL	\$	38,362,037	\$	37,013,557	\$ 37,523,257

Revenues by Category

	FY 2008 BUDGET		FY 2009 BUDGET		FY 2010 FINAL
GENERAL FUND					
Revenue from Money & Property	\$	95,000	\$	95,000	\$ -
Charges for Current Services	\$	1,599,422	\$	1,650,548	\$ 1,539,418
TOTAL	\$	1,694,422	\$	1,745,548	\$ 1,539,418

Salary Schedule

GENERAL FUND

Library

<i>Class</i>	<i>Position Title</i>	<i>FY 2009 Positions</i>	<i>FY 2010 Positions</i>	<i>Salary</i>	<i>Total</i>
1104	Account Clerk	3.00	3.00	\$ 36,680	\$ 110,039
1106	Sr Management Analyst	2.00	2.00	\$ 69,135	\$ 138,269
1107	Administrative Aide II	4.00	4.00	\$ 48,897	\$ 195,588
1132	Asst Management Analyst	4.00	4.00	\$ 50,259	\$ 201,037
1218	Assoc Management Analyst	2.00	1.00	\$ 61,687	\$ 61,687
1236	Auto Messenger	6.00	6.00	\$ 30,203	\$ 181,217
1273	Building Maintenance Supv	1.00	1.00	\$ 72,560	\$ 72,560
1280	Building Service Technician	3.00	3.00	\$ 39,666	\$ 118,997
1348	Info Systems Analyst II	1.00	1.00	\$ 61,372	\$ 61,372
1349	Info Systems Analyst III	1.00	1.00	\$ 69,453	\$ 69,453
1389	Custodian II	2.00	2.00	\$ 31,108	\$ 62,215
1401	Info Systems Technician	2.00	2.00	\$ 47,732	\$ 95,464
1584	Librarian II	44.50	45.50	\$ 57,389	\$ 2,611,215
15841	Librarian II Hrly	1.48	1.48	\$ 57,294	\$ 84,795
1585	Librarian IV	24.00	24.00	\$ 71,343	\$ 1,712,235
1586	Library Asst	40.50	41.50	\$ 46,975	\$ 1,949,483
15861	Library Assistant	2.02	2.02	\$ 47,777	\$ 96,509
1588	Library Aide	55.24	56.49	\$ 23,489	\$ 1,326,905
15881	Library Aide	14.01	14.01	\$ 23,489	\$ 329,083
1590	Library Clerk	96.54	97.54	\$ 37,136	\$ 3,622,240
15901	Library Clerk	1.92	1.92	\$ 37,215	\$ 71,453
1614	Org Effectiveness Specialist II	1.00	1.00	\$ 62,792	\$ 62,792

Salary Schedule

GENERAL FUND

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<i>Class</i>	<i>Position Title</i>	<i>FY 2009 Positions</i>	<i>FY 2010 Positions</i>	<i>Salary</i>	<i>Total</i>
1648	Payroll Specialist II	2.00	2.00	\$ 40,262	\$ 80,523
1726	Principal Clerk	1.00	1.00	\$ 48,739	\$ 48,739
1746	Word Processing Operator	1.00	1.00	\$ 36,514	\$ 36,514
1757	Literacy Program Administrator	1.00	1.00	\$ 83,569	\$ 83,569
1758	Library Technician	10.00	10.00	\$ 38,617	\$ 386,169
1759	Sr Library Technician	3.00	3.00	\$ 44,330	\$ 132,991
1867	Librarian III	28.00	28.00	\$ 64,512	\$ 1,806,343
1871	Sr Public Information Officer	1.00	1.00	\$ 62,840	\$ 62,840
1876	Executive Secretary	1.00	1.00	\$ 49,992	\$ 49,992
1879	Sr Clerk/Typist	4.00	4.00	\$ 41,822	\$ 167,287
1902	Storekeeper I	1.00	1.00	\$ 40,090	\$ 40,090
1922	Supv Librarian	6.00	6.00	\$ 81,087	\$ 486,523
2140	City Librarian	1.00	1.00	\$ 139,680	\$ 139,680
2219	Deputy Library Director	2.00	2.00	\$ 109,958	\$ 219,915
2243	Resource Development Officer	1.00	1.00	\$ 95,061	\$ 95,061
	Vacancy Factor Adjustment	0.00	0.00	\$ -	\$ (594,768)
	Furlough Savings	0.00	0.00	\$ -	\$ (389,399)
	Bilingual - Regular	0.00	0.00	\$ -	\$ 68,128
	MLS Certification Pay	0.00	0.00	\$ -	\$ 266,850
	Overtime Budgeted	0.00	0.00	\$ -	\$ 71,969
	Temporary Help	0.00	0.00	\$ -	\$ 535,744
	Termination Pay Annual Leave	0.00	0.00	\$ -	\$ 119,556
	Total	375.21	378.46	\$	\$ 17,148,924
LIBRARY TOTAL		375.21	378.46	\$	\$ 17,148,924

Library

Revenue and Expense Statement (Non-General Fund)

LIBRARY GRANTS FUND	FY 2008*	FY 2009*	FY 2010
	BUDGET	BUDGET	FINAL
BEGINNING BALANCE AND RESERVE			
Balance from Prior Year	\$ 218,824	\$ -	\$ 72,399
TOTAL BALANCE	\$ 218,824	\$ -	\$ 72,399
REVENUE			
Grant Receipts	\$ 753,000	\$ -	\$ 455,000
TOTAL REVENUE	\$ 753,000	\$ -	\$ 455,000
TOTAL BALANCE AND REVENUE	\$ 971,824	\$ -	\$ 527,399
OPERATING EXPENSE			
Personnel and Non-Personnel Expense	\$ 731,373	\$ -	\$ 455,000
TOTAL OPERATING EXPENSE	\$ 731,373	\$ -	\$ 455,000
TOTAL EXPENSE	\$ 731,373	\$ -	\$ 455,000
BALANCE	\$ 240,451	\$ -	\$ 72,399
TOTAL EXPENSE, RESERVE, AND BALANCE	\$ 971,824	\$ -	\$ 527,399

* The Fiscal Years 2008 and 2009 columns reflect final budget amounts from the Fiscal Year 2008 and 2009 Annual Budgets. As such, balances and reserves do not reflect carryover from the previous fiscal year.